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-2006-

# SAN FRANCISCO TASK FORCE

**Findings and Recommendations**

Submitted to the Board of Supervisors  
and the Mayor of the  
City and County of San Francisco

**D**

REF  
353.77  
Sa575f

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# SAN FRANCISCO ARTS TASK FORCE

## VOTING MEMBERS

SEAT	REPRESENTATION	NAME
1	District 1	Darryl Smith
2	District 2	Virginia (Ginny) Carollo Rubin
3	District 3	Elaine Katzenberger
4	District 4	Richard (Rick) Putz
5	District 5	Pamela Wu Kochiyama
6	District 6	Debra Walker
7	District 7	Jeffrey Ferns
8	District 8	Rick Galbreath
9	District 9	Maria X. Martinez
10	District 10	Tony Kelly
11	District 11	Pamela Peniston
12	Individual Artist	Krissy Keefer
13	\$1–5M	David Gluck
14	\$5M+	Karen Ames
15	\$250K–\$1M	Anjali Nath
16	<\$250K	Marc Vogl
17	<\$250K	Vinay Patel
18	\$250K–\$1M	Alma Robinson
19	\$1–5M	Laird Rodet
20	\$5M+	Ken Foster
21	Individual Artist	Tim Gaskin

## NON-VOTING MEMBERS

SEAT	REPRESENTATION	NAME
NV1	Arts Commission (Director of Cultural Affairs)	Richard Newirth
NV2	Grants for the Arts	Renee Hayes
NV3	Administrative Services	Bob Davis
NV4	Office of Economic & Workforce Development	Rich Hillis
NV5	Office of Community Development	Gloria Woo
NV6	Office of Neighborhood Services	Daniel Homsey
NV7	Arts Commission President	P.J. Johnston
NV8	GFTA Advisory Committee	Charles Roppel
NV9	Fine Arts Museums	Carolyn MacMillan
NV10	Asian Art Museum	Tim Hallman
NV11	War Memorial	Elizabeth Murray
NV12	Convention & Visitors Bureau	Geraldine O'Brien
NV13	Foundation	John Killacky

**Debra Walker**, Chair  
**Tony Kelly**, Vice Chair

All of the Arts Task Force members participated voluntarily at the request of the Mayor and the Board of Supervisors. We would like to thank our Chair Debra Walker, Vice Chair Tony Kelly, and Secretary Rick Galbreath for the structure, direction and diligence they provided in our deliberations over the past 11 months. We are also grateful to our facilitator Yolanda Alindor, our counsel Deputy City Attorney Adine Varah and Sharon Page Ritchie at the San Francisco Arts Commission for posting and distributing our agendas and minutes.

March, 2006

DOCUMENTS DEPT.

APR 18 2006

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# INTRODUCTION

THIS REPORT is submitted by the San Francisco Arts Task Force to the Board of Supervisors and the Mayor in order to make recommendations for action to strengthen and enhance the City's arts infrastructure, and to increase access to, and participation in, the arts across the diverse neighborhoods and communities of our city.

This report reflects the Arts Task Force's conviction that San Francisco's commitment to the art and culture of our city needs to be strong and secure. We need to have policies in place that secure funding and maximize the impact of the City's arts investment by fully integrating the arts into the City's primary community development goals. This report is submitted with the intention of identifying strengths and weaknesses in the current system in order to help set the City's arts agenda.

The Task Force is comprised of dancers, actors, writers, musicians, painters, producers, curators, designers, filmmakers, administrators, union representatives, foundation officers, City arts agency officials and other artists and arts industry professionals. While such a diverse group inevitably produces a healthy variety of opinion on the many topics addressed, this report makes its recommendations about revenue, programs and the structure of the City's arts agencies with a shared vision of improving the City's arts industry, expanding the resources available and maximizing the impact of the arts on all of the City's citizens.

San Francisco's historical commitment to the arts has put us on the map as a cultural beacon. We encourage the City to continue its historic focus on stabilizing arts organizations through operational support while expanding the reach of arts access programs. We call upon the City's elected leaders to receive this report and implement these suggestions in the good faith in which they are offered so as to strengthen the City's arts agencies and not to use this report as an opportunity to further erode staffing levels in Grants for the Arts and the San Francisco Arts Commission.

We expect the City to review our recommendations and use its own expertise to assess each of them. We know that our colleagues in the San Francisco Arts Commission, Grants for the Arts, the Controller's Office, and other departments performing arts-related functions will be able to provide the insight and energy to fully implement the Task Force's recommendations.

We look forward to the City's response, to the development of an implementation plan, and a San Francisco enriched by a vibrant commitment to the arts.

LEFT

*Video still from "7,200 Drawings  
of Bill T. Jones," 2006  
Animation by Rudy Lemcke*



# BACKGROUND

THE SAN FRANCISCO ARTS TASK FORCE was convened at the behest of the San Francisco Board of Supervisors in order to:

“publicly discuss, investigate and make recommendations to the Board of Supervisors and Mayor whether and how to update or restructure the various elements of the City’s agencies, programs and policies concerning the arts in San Francisco to better achieve the goals of:

1. Sustaining and stabilizing community-based not-for-profit arts organizations serving, celebrating and supporting San Francisco’s many diverse neighborhoods;
2. Building upon the City’s strong creative workforce and existing substantial arts economy to increase employment and leverage new economic opportunities;
3. Expanding City resources for low and moderate income housing and affordable studios and workspaces, to help retain artists in San Francisco”

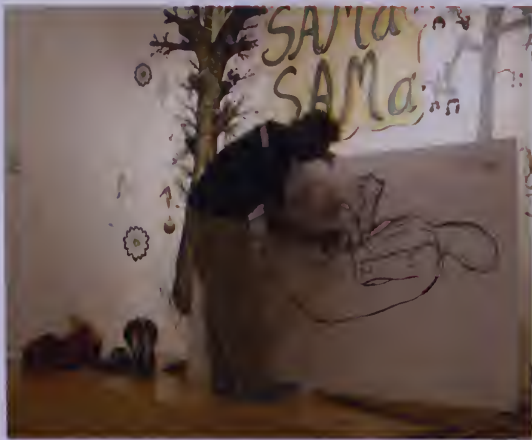
Legislation to create the Arts Task Force was supported by the arts community for a number of reasons, chief among them:

- It had been nearly a decade and a half since an official body reviewed the City’s arts funding infrastructure.
- All of the leading candidates in the most recent mayoral election (2003), including Gavin Newsom, promoted the arts as a strong component of their platforms, each with a commitment to revamp and improve the City’s arts industry.
- When newly elected Mayor Newsom took office amidst an inherited \$300 million budget deficit, he suggested merging the City’s two primary arts funding agencies—the San Francisco Arts Commission (SFAC) and Grants for the Arts of the Hotel Tax Fund (GFTA)—as a cost cutting measure.

The Mayor’s proposal prompted a vigorous debate among members of the City’s arts community and generated a broad spectrum of opinion. It was generally agreed that, whether or not the agencies were ultimately to be merged, the matter should not be decided within the narrow scope of budget efficiencies. Instead, the question should be addressed as part of a comprehensive review of the structure, role and priorities of civic arts funding in relation to the overall health of San Francisco’s community of artists and its nonprofit arts industry. The creation of an Arts Task Force was proposed, the Mayor consented to the idea, and the SFAC and GFTA remained separate.

On December 14, 2004 the Board of Supervisors passed legislation calling for the formation of an Arts Task Force.<sup>1</sup> The legislation required that the Task Force include voting representatives from each supervisor’s district and mayoral and supervisor appointments representing the spectrum of the City’s nonprofit arts industry, from different artistic disciplines and from small to large-budget organizations. Additionally, non-voting positions on the Task Force were designated for members representing the City’s arts agencies and a prominent private foundation.

# TASK FORCE PROCESS



*Sama-sama installation  
collaboration between artists from  
Clarion Alley Mural Project in  
San Francisco and Apotik Komik  
(Yogyakarta, Indonesia)  
at Intersection for the Arts*

THE ARTS TASK FORCE CONVENED ON April 7, 2005 and held 21 regularly scheduled public meetings twice a month through January 31, 2006.<sup>2</sup> The Task Force also held a citywide town hall, district town halls, and special outreach meetings in order to solicit public input.<sup>3</sup> During all of the meetings, Task Force members documented public comment from community members and current stakeholders in the arts system.

The Task Force set out to analyze the City's existing organizational structure and revenue sources related to the arts, along with its programming and funding priorities. The process included numerous presentations by department heads, representatives of the funding community, and experts from various sectors of the arts community. Task Force members also evaluated scores of documents relating to the City's arts policies including: relevant existing Charter language, ordinances, initiatives, appropriations legislation, controller analysis, reports from prior task forces, the Arts Element of the City's Master Plan, and legal rulings. Task Force working-groups culled through other cities' task force reports, recommendations, evaluations and best practices reports, along with funding community reports and reports on trends and studies.<sup>4</sup>

The Task Force then distilled the comprehensive list of all the suggestions, complaints and ideas that it had collected through the research process and via public input into a list of 81 points.<sup>5</sup> From November 2005 through January 2006, three Task Force discussion groups focused on the broad issues of Structure, Revenue and Programs met regularly in public meetings to refine the list of 81 points into two sections for the purposes of making this report.

The first section, entitled **FINDINGS**, documents the results of the Task Force's research and outlines the current system of City arts support and how it came to be. The second section, entitled **RECOMMENDATIONS**, gives a breakdown of the ideas and remedies that resulted from the Task Force's evaluation process. The suggestions for action in this report represent a majority vote for approval among the diverse membership of the Task Force.

# FINDINGS OF THE ARTS TASK FORCE

## CURRENT SAN FRANCISCO ARTS STRUCTURE

IN 1932, THE CITY CREATED, by Charter, the San Francisco Arts Commission.<sup>6</sup> Originally responsible for architectural review of the City's building projects, care of a civic art collection and the funding of a municipal symphony, this agency has grown as new programs have been added.<sup>7</sup>

Grants for the Arts of the Hotel Tax Fund (GFTA) was created in 1961 and is the primary source of City funding for private nonprofit arts organizations.

In addition to gfta, a number of other arts funding streams listed in the City Charter are outside the auspices of the Arts Commission. Those receiving significant municipal support in this manner are: the War Memorial Complex, the Fine Arts Museums, and the Asian Art Museum.<sup>8</sup> These entities arose from contributions to the City of artwork/collections/buildings, and have complex legal conditions placed upon them in their relation to the City. There is no formal coordination between these entities, the Arts Commission and Grants for the Arts.

The following organizational chart illustrates the current municipal arts funding structure. It reveals an infrastructure that is largely uncoordinated and, therefore, lacks the capacity for an overarching vision, planning and advocacy for the arts.



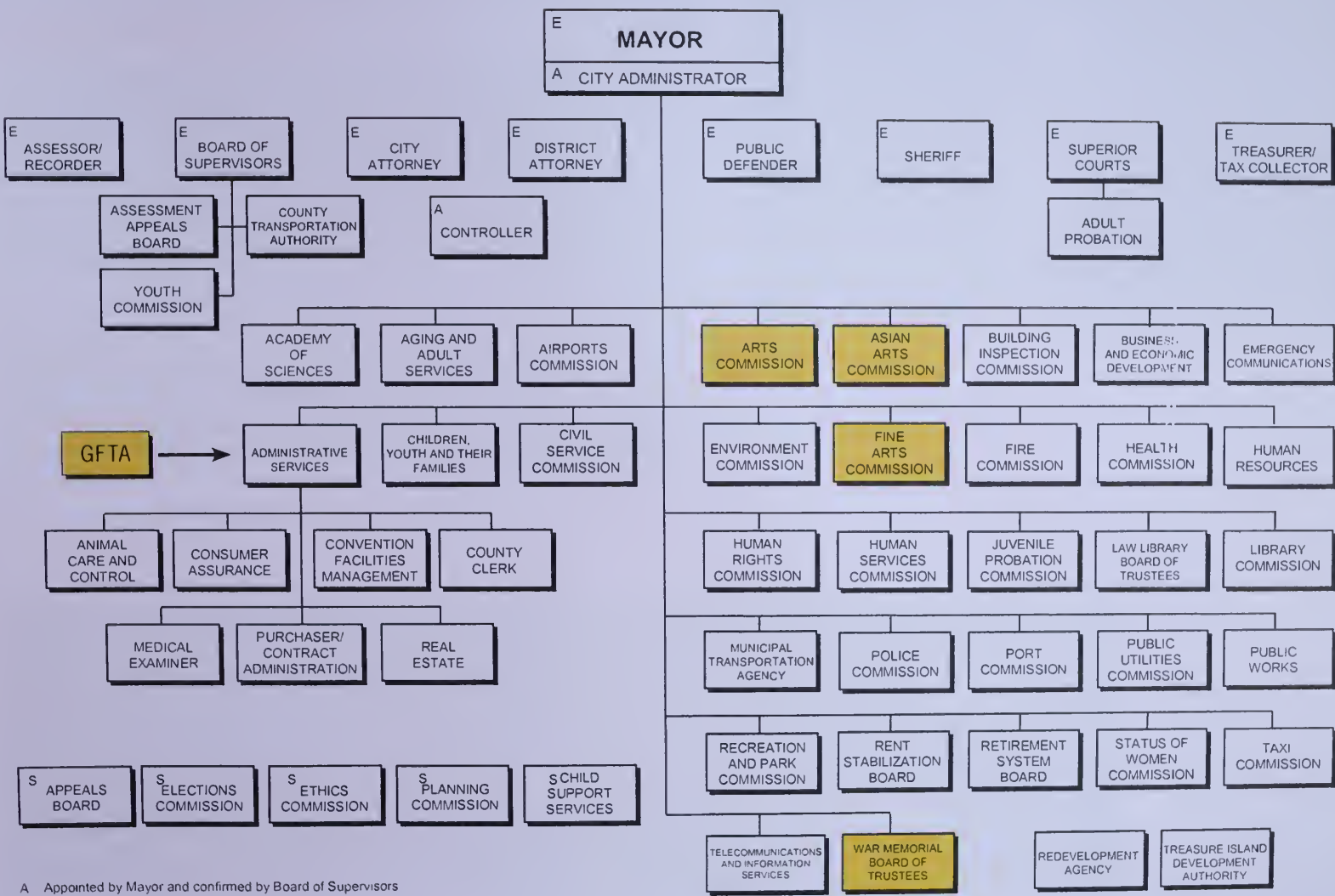
*hillo Film Festival director of photography  
Daniel Cavey, photo Marc Vogl*



CHART #1

**San Francisco City and County Government**

(As of June 30, 2003)



A Appointed by Mayor and confirmed by Board of Supervisors

E Elected

S Shared - appointed by various elected officials



Artists Genny Lim and Francis Wong at City Lights, photo Andy Nozaka

The Master Plan mandates that the arts should be an integral part of the city's neighborhoods and communities, and that the City's arts agencies must serve and reflect San Francisco's diverse populations.<sup>9</sup> Currently there is insufficient funding to carry out the directives called for in the Arts Element of the Master Plan, and no mechanism for oversight and evaluation. Moreover, since each of the arts agencies represented in the Charter advocates individually for the purposes of policy and budget considerations, there is no oversight as to overall City compliance with the mission or policy set forth in the Master Plan. This has resulted in a number of identifiable gaps in the delivery of support to the arts community and striking inequities in neighborhood and community access to the arts.

Many of the goals and objectives of the Arts Element of the Master Plan have still not been met.<sup>10</sup> While this is significantly due to inadequate funding (see chart #2 detailing the draining of funding to allocations including arts funding) it is also the result of the fragmented structure of San Francisco's municipal arts support that has resulted in the following:

- A lack of coordination between arts agencies
- A lack of a citywide focus in achieving the goals of the Master Plan
- Little or no coordination between arts agencies and other City departments
- No strategic planning for the arts
- No development or fundraising capability for City arts programs

## CURRENT REVENUE PICTURE

The arts play a key role in San Francisco's economy. The City invests approximately \$48.4 million annually in artistic and arts-related programming, services and facilities, including \$4.5 million in support provided by the Redevelopment Agency to the Yerba Buena Cultural District (see chart #2). While this investment plays an important role in generating the estimated \$1.4 billion in annual arts economic activity in San Francisco, it is also important to note that this \$48.4 million investment in the arts reflects only 14.5% of the estimated \$330 million that nonprofit art organizations budget annually.<sup>11</sup>

Of the \$48.4 million of city funding for the arts nearly \$28 million is allocated to several of the agencies (War Memorial, Asian Arts Museum, Fine Arts Museums, Yerba Buena) to satisfy Charter, Trust, and redevelopment requirements (see chart #2). Thus, the amount of funding available to support the rest of the arts community is approximately \$20 million.<sup>12</sup> These monies are then distributed to organizations and individual artists (in the form of operational support and project grants) through Grants for the Arts, the Arts Commission's Cultural Equity Grants, and the city's Cultural Centers.

## HOTEL TAX

The majority of civic arts funding comes from the Hotel Tax.<sup>13</sup> This is a 14% tax on hotel room occupancy. By the Task Force's assessment of the last legal standing, 8% of this 14% tax is designated for allocations and 6% is designated for the general fund.<sup>14</sup>

Over the past 10 years, the 8%–6% split required by the Hotel Tax Code has effectively reversed to 6% for the allocations and 8% for the general fund. While this shift has occurred gradually (as illustrated in chart #4), it nonetheless reflects \$20–25 million annually that has been siphoned away from funding for the arts and other hotel tax allocations (see chart #3).



*Kronos Quartet, photo Zoran Orlic*

City and County of San Francisco **Funding Appropriations to Support the Arts**

Department	Program	General Fund	Hotel Tax Fund	Other Special Fund	Redevelopment Agency	Interdepartment Transfers	TOTAL CITY FUNDING	Earned Revenue (incl. Exp. Rec.)	TOTAL APPROPRIATION
<b>Administrative Services</b>	Grants for the Arts	100,000	13,031,000	-	-	(1,045,000) <sup>1</sup>	12,086,000	-	12,086,000
	Entertainment Commission	730,000	-	-	-	-	730,000	-	730,000
	<b>TOTAL</b>	<b>\$830,000</b>	<b>\$13,031,000</b>	<b>0</b>	<b>0</b>	<b>\$(1,045,000)</b>	<b>\$12,816,000</b>	<b>-</b>	<b>\$12,816,000</b>
<b>Asian Art Museum</b>	Asian Art Museum	\$4,536,568	\$1,761,000	-	-	-	<b>\$6,297,568</b>	\$982,269	<b>\$7,279,837</b>
<b>Airport</b>	Airport Arts Program	-	-	\$600,000	-	-	<b>\$600,000</b>	-	<b>\$600,000</b>
<b>Arts Commission</b>	Administration	493,907	-	-	-	-	493,907	525,720	1,019,627
	Civic Collection	82,300	-	-	-	-	82,300	-	82,300
	Community Arts & Education	75,000	-	-	-	200,000 <sup>1</sup>	275,000	458,956	733,956
	Cultural Centers	-	1,711,000	-	-	380,000 <sup>1</sup>	2,091,000	-	2,091,000
	Cultural Equity Grants	6,198	1,938,000	-	-	-	1,944,198	-	1,944,198
	Gallery	-	-	-	-	15,000 <sup>1</sup>	15,000	-	15,000
	Municipal Symphony Concerts	1,400,642	-	-	-	-	1,400,642	-	1,400,642
	Public Art	-	-	-	-	-	0	701,438	701,438
	Street Artists	-	-	-	-	-	0	167,680	167,680
	<b>TOTAL</b>	<b>\$2,058,047</b>	<b>\$3,649,000</b>	<b>0</b>	<b>0</b>	<b>\$595,000</b>	<b>\$6,302,047</b>	<b>\$1,853,794</b>	<b>\$8,155,841</b>
<b>Economic &amp; Workforce Development</b>	Film Commission	-	-	\$85,000	-	\$450,000	<b>\$535,000</b>	-	<b>\$535,000</b>
<b>Fine Arts Museum</b>	Fine Arts Museum	\$4,394,405	\$4,440,000	-	-	-	<b>\$8,834,405</b>	\$4,297,000	<b>\$13,131,405</b>
<b>War Memorial</b>	War Memorial Operations	-	\$8,356,000	-	-	-	<b>\$8,356,000</b>	\$2,625,521	<b>\$10,981,521</b>
<b>Redevelopment Agency</b> (Fixed annual operating subsidies)	Museum of the African Diaspora	-	-	-	500,000	-	500,000	-	500,000
	Yerba Buena Center for Arts	-	-	-	3,555,000	-	3,555,000	-	3,555,000
	Zeum	-	-	-	600,000	-	600,000	-	600,000
	<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$4,655,000</b>	<b>0</b>	<b>\$4,655,000</b>	<b>0</b>	<b>\$4,655,000</b>
<b>GRAND TOTALS</b>		<b>\$11,819,020</b>	<b>\$31,237,000</b>	<b>\$685,000</b>	<b>\$4,655,000</b>	<b>\$0</b>	<b>\$48,396,020</b>	<b>\$9,758,584</b>	<b>\$58,154,604</b>

<sup>1</sup>Fund transfers from Administrative Services-GFTA Program to:

Arts Commission	Community Arts & Education	\$200,000
Arts Commission	Cultural Centers	\$380,000
Arts Commission	Gallery	\$15,000
Economic & Workforce Development	Film Commission	\$450,000



## CHART #3

## Hotel Room Tax History Budget (AAO), Actual-Code and ACTUAL Allocations

		GENERAL FUND ALLOCATIONS								SPECIAL REVENUE ALLOCATIONS				REDEVELOPMENT	TOTAL
		General Fund Unallocated (discretionary)	CAO Proj Exp ...PNA... Grants for the Arts*	Fine Arts Museum	Cultural Centers**	Cultural Equity Endowment	Asian Art Museum	Academy of Sciences	Admin. Tax Coll.	Moscone/ Convention Facilities	Convention & Visitors Bur.	YBC Project... Low-Income Housing Programs	War Memorial & Performing Arts	Yerba Buena Gardens (SFRA)	
		UNA	MYR->ADM	FAM	ART	ART	AAM	SCI	TTX	CFM	CFM	MYR	WAR	SFRA (RDA)	
FY 2001-02	BUDGET	\$112,247,729	\$17,275,703	\$5,394,779	\$2,079,000	\$2,354,352	\$2,139,844	\$ -	\$143,711	\$37,215,993	\$8,893,411	\$6,567,391	\$10,112,650	\$5,805,639	\$210,149,594
	Actual-Code	\$53,153,855	\$13,926,013	\$4,348,188	\$1,675,890	\$1,897,853	\$1,724,936	\$ -	\$115,844	\$28,874,266	\$7,169,086	\$5,301,760	\$8,214,457	\$5,805,639	\$132,225,787
	ACTUAL	\$53,153,855	\$13,926,013	\$4,348,188	\$1,675,890	\$1,897,853	\$1,724,936	\$ -	\$115,844	\$28,874,266	\$7,169,086	\$5,301,760	\$8,232,457	\$5,805,639	\$132,225,787
FY 2002-03	BUDGET	\$70,073,000	\$15,868,000	\$4,955,000	\$1,910,000	\$2,162,000	\$1,965,000	\$ -	\$137,000	\$33,124,000	\$8,169,000	\$6,036,000	\$9,380,000	\$5,737,435	\$159,516,435
	Actual-Code	\$51,691,325	\$13,543,131	\$4,228,639	\$1,629,813	\$1,845,673	\$1,677,511	\$ -	\$112,659	\$27,988,980	\$6,971,979	\$5,157,093	\$8,006,114	\$5,737,436	\$128,590,353
	ACTUAL	\$51,691,325	\$13,543,131	\$4,228,639	\$1,629,813	\$1,845,673	\$1,677,511	\$ -	\$112,659	\$27,988,980	\$6,971,979	\$5,157,093	\$8,006,114	\$5,737,436	\$128,590,353
FY 2003-04	BUDGET	\$65,479,000	\$14,322,000	\$4,565,000	\$1,760,000	\$1,993,000	\$1,811,000	\$ -	\$122,000	\$30,708,000	\$7,528,000	\$600,000	\$4,244,000	\$5,794,182	\$138,926,182
	Actual-Code	\$63,640,527	\$14,897,445	\$4,651,503	\$1,792,794	\$2,030,240	\$1,845,262	\$ -	\$129,867	\$31,304,876	\$7,669,177	\$5,668,812	\$8,806,725	\$5,794,182	\$148,231,400
	ACTUAL	\$73,409,329	\$14,597,445	\$4,651,503	\$1,792,794	\$2,030,240	\$1,845,262	\$ -	\$129,867	\$31,304,876	\$7,669,177	\$600,000	\$4,406,725	\$5,794,182	\$148,231,400
FY 2004-05	BUDGET	\$70,149,632	\$13,031,115	\$4,440,000	\$1,711,000	\$1,938,000	\$1,761,000	\$1,272,765	\$118,000	\$26,751,459	\$7,321,000	\$600,000	\$8,407,000	\$5,620,029	\$143,121,000
	Actual-Code	\$67,813,332	\$15,873,645	\$4,956,307	\$1,910,272	\$2,163,278	\$1,966,178	\$ -	\$138,377	\$33,910,056	\$8,171,722	\$6,037,646	\$9,383,812	\$5,620,029	\$157,944,654
	ACTUAL	\$84,973,286	\$13,031,115	\$4,440,000	\$1,711,000	\$1,938,000	\$1,761,000	\$1,272,765	\$118,000	\$26,751,459	\$7,321,000	\$600,000	\$8,407,000	\$5,620,029	\$157,944,654
FY 2005-06 ***	BUDGET	\$97,186,000	\$13,031,000	\$4,440,000	\$1,711,000	\$1,938,000	\$1,761,000	\$1,273,000	\$120,000	\$26,822,000	\$7,321,000	\$600,000	\$8,356,000	\$5,549,000	\$170,108,000
	Actual-Code	\$73,038,000	\$17,096,000	\$5,338,000	\$2,057,000	\$2,330,000	\$2,118,000	\$ -	\$149,000	\$37,026,000	\$8,801,000	\$6,500,000	\$11,106,000	\$5,549,000	\$170,108,000
	ACTUAL	\$97,186,000	\$13,031,000	\$4,440,000	\$1,711,000	\$1,938,000	\$1,761,000	\$1,273,000	\$120,000	\$26,822,000	\$7,321,000	\$600,000	\$8,356,000	\$5,549,000	\$170,108,000
5-YEAR TOTALS	BUDGET	\$415,135,361	\$73,527,818	\$23,794,079	\$9,171,000	\$10,385,352	\$9,437,844	\$2,545,765	\$640,707	\$154,621,452	\$39,232,501	\$14,403,397	\$40,599,650	\$28,506,285	\$824,001,211
	Actual-Code	\$309,337,039	\$75,336,234	\$23,522,637	\$9,065,769	\$10,267,044	\$9,331,887	\$0	\$645,747	\$159,104,178	\$38,782,964	\$28,665,301	\$44,535,108	\$28,506,286	\$737,100,194
	ACTUAL	\$360,413,795	\$68,128,704	\$22,108,330	\$8,520,497	\$9,649,766	\$8,769,709	\$2,545,765	\$596,370	\$141,741,581	\$36,452,242	\$12,258,853	\$37,408,296	\$28,506,286	\$737,100,194
Variance ACTUAL vs. Actual-Code		\$51,076,756	\$(7,207,530)	\$(1,414,307)	\$(545,272)	\$(617,278)	\$(562,178)	\$2,545,765	\$(49,377)	\$(17,362,597)	\$(2,330,722)	\$(16,406,448)	\$(7,126,812)	\$0	\$0

\* Grants for the Arts annual totals include annual amounts transferred to Arts Commission for Cultural Centers.

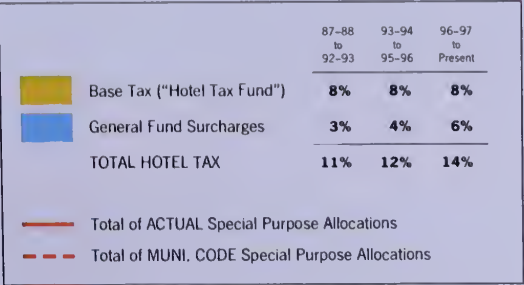
\*\* Cultural Centers annual totals are net of (exclude) annual amounts transferred from GFTA for Cultural Centers.

\*\*\* FY 2005-06 "Actual-Code" amounts based on projected 7% increase over 2004-05 9-month projection; FY 2005-06 "BUDGET" and "ACTUAL" amounts based on approved AAO allocations.

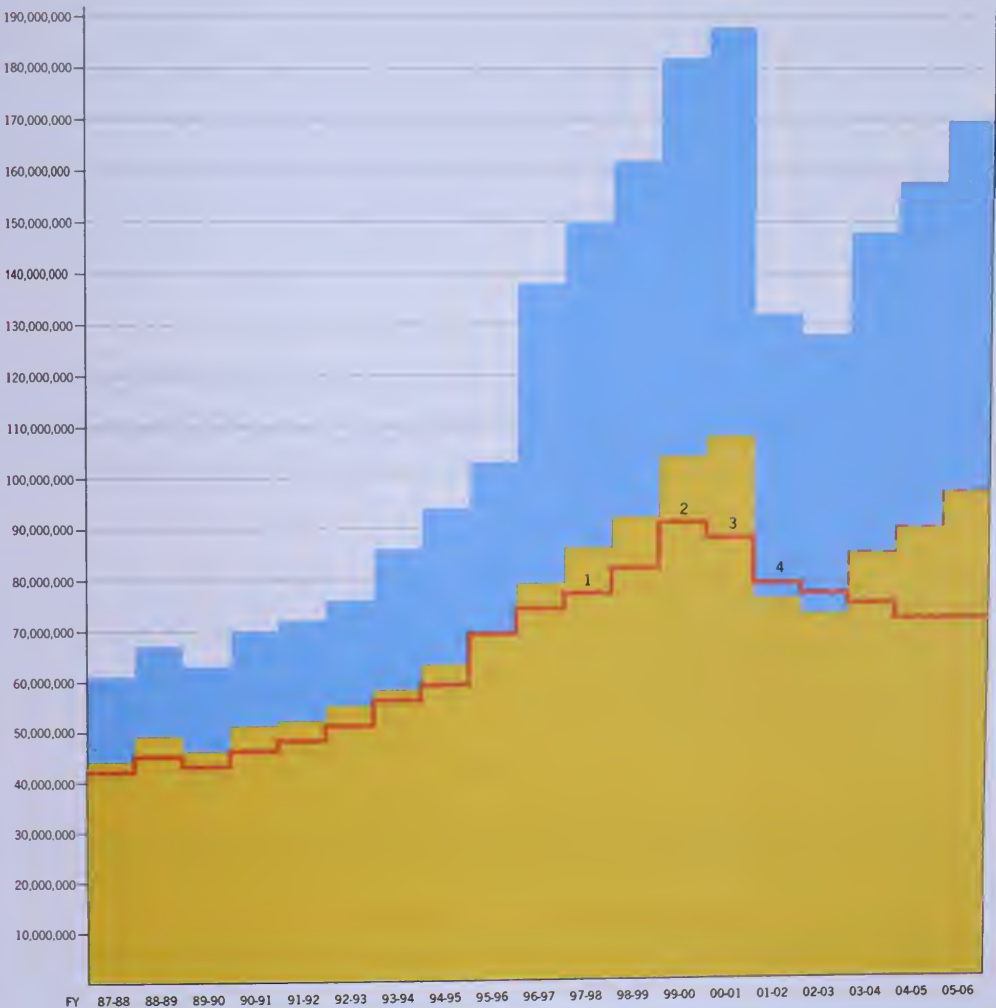


CHART #4  
**Hotel Tax Revenue/Allocations 1987-88 to 2005-06**

The current trend for the City to drastically reduce funding to the arts each year indicates that there are no secure allocations for the arts. In addition to the cuts to Hotel Tax allocations noted in the chart above, several million dollars more have been mandated by the Mayor's office to be paid out of Grants for the Arts to cover costs on behalf of other departments (for example, the Department of Public Works and Recreation and Parks).<sup>15</sup> In 2005 alone, this amount exceeded \$1 million.



- 1 97-98: Ord. #360-97 established baseline dollar amounts for 97-98 special purpose allocations; allocations to be adjusted annually by the rate of growth or loss in total hotel tax revenues subject to a 10% cap/floor.
- 2 99-00: Total hotel tax revenue growth of 12.74% in 99-00; special purpose allocations for 99-00 capped at 10% growth, with remaining revenue transferred to the General Fund.
- 3 00-01: Effective 00-11, special purpose allocation to Recreation & Park Department/ Candlestick Point is discontinued; revenue re-appropriated to General Fund.
- 4 01-02: Total hotel tax revenue loss of 29.81% in 01-02; special purpose allocations for 99-00 capped at 10% loss, with remaining loss absorbed by the General Fund.





ABOVE

*Kimeana Doner and Sean Pamkhar in "The Magic Flute for Kids." Photo Terrence McCarthy, San Francisco Opera*

RIGHT

*Seated Buddha, dated 338, China, Latter Zhao dynasty (319–350), Gilt bronze, Asian Art Museum, The Avery Brundage Collection owned by the City and County of San Francisco, photo Kaz Tsuruta*



## CURRENT PROGRAM SUPPORT

The City funds a range of agencies and activities, and the following is a list of those receiving arts support:

### WAR MEMORIAL AND PERFORMING ARTS CENTER

The War Memorial and Performing Arts Center includes four city-owned buildings: the War Memorial Opera House, War Memorial Veterans Building, Louise M. Davies Symphony Hall, and Zellerbach Rehearsal Hall. The governing board of the War Memorial consists of eleven trustees appointed by the Mayor for four-year terms. The San Francisco Opera, Symphony and Ballet are primary tenants of the Opera House and Davies Symphony Hall; over 100 other arts organizations, small, medium and large, annually use the War Memorial's rental venues, which include the Herbst Theatre, Green Room and Zellerbach Rehearsal Hall. Pursuant to Trust provisions, various Veterans organizations occupy and use approximately 35% of the Veterans Building. The War Memorial receives an annual allocation of the Hotel Tax to defray the cost of maintaining, operating and caring for the War Memorial and Performing Arts Center facilities.

### ASIAN ART MUSEUM

The Asian Art Commission consists of 27 trustees appointed by the Mayor, and is responsible for the determination of policy for and the administration of the Asian Art Museum of San Francisco.

### FINE ARTS MUSEUMS

The Fine Arts Museums of San Francisco is comprised of the California Palace of Legion of Honor and the M.H. de Young Memorial Museum. The Fine Arts Museums are governed by a Board of Trustees consisting of 62 members elected by the members of the Board. The Board is responsible for the protection and conservation of the assets of the Fine Arts Museums and for setting the public course the Museums will follow.



### CITY-OWNED CULTURAL CENTERS

The community-based cultural centers are an integral part of the arts in San Francisco, serving artists, community groups, neighborhoods and visitors. The cultural centers are dedicated to making arts opportunities accessible for all San Franciscans. Each has its own Board of Directors and is operated by a private nonprofit arts organization.

There are currently seven cultural centers; four with physical spaces and three without. The four city-owned facilities are: African American Art and Culture Complex, Bayview Opera House Ruth Williams Memorial Theater, Mission Cultural Center for Latino Arts, and SomArts. The three cultural centers “without walls” are: Asian Pacific Islander Cultural Center, Native American Cultural Center, Queer Cultural Center—these centers present their programming in various sites around town.

Each cultural center receives programming support from Community Arts and Education of the SF Arts Commission. Those with an actual space also receive annual facilities support from the Arts Commission in addition to programming support.



### GRANTS FOR THE ARTS/PUBLICITY AND ADVERTISING FUND

Grants for the Arts, the operational support program created in 1961 as the “Publicity and Advertising Fund” through a combination of City and State Legislation, is at the center of San Francisco’s cultural identity. GFTA’s mission, promoting the City by supporting the arts, is accomplished by offering a stable, dependable base of funding for organizations meeting established funding criteria. It has evolved into a nationally celebrated model of how a city can sustain support for private nonprofit arts organizations and cultural activities. Grants for the Arts is under the jurisdiction of the City Administrator and answers to an appointed Citizen’s Advisory Committee. The agency currently provides general operating support to 220 nonprofit arts, cultural and promotional groups, as well as the City’s Arts and Tourism Program, and manages the Voluntary Arts Contribution Fund.

ABOVE LEFT

*SF Ballet Education Director Charles Chip McNeal leads a dance education class on tour, photo Kathi Kent*

ABOVE RIGHT

*Artist Carlos Loarca, photo Betsie Miller-Kusz*





## SAN FRANCISCO ARTS COMMISSION

San Francisco Arts Commission is responsible for a wide range of services and programs as follows:

- **Gallery Program**

The SFAC Gallery program exhibits artwork in all media by Bay Area, national and international artists. The exhibitions are housed in the Gallery at 410 Van Ness Ave. in the War Memorial Building, a window installation space at 155 Grove St. in the former home of the Gallery, at City Hall and at site-specific locations throughout the community. The Gallery works with individual artists, artist collaboratives, and various nonprofit organizations to create programs that inform local and visiting audiences of the contemporary art dialogue that exists between the Bay Area and the rest of the world.

- **Civic Art Collection**

The Civic Art Collection program is responsible for cataloguing and conserving the more than 2,000 pieces of art belonging to the City outside its museums, including historic monuments and public art commissions.

- **Civic Design Review**

The Civic Design Review Committee of architects and designers conducts a three-phase review of new and renovated civic construction projects to ensure design quality of city structures. Projects include buildings, bridges, viaducts, elevated ways, approaches, gates, fences, lamps or other structures on land belonging to the City and County. The Committee also reviews arches, bridges, approaches and other structures extending over or onto any street, highway, park or other public place belonging to the City and County.

- **Community Arts and Education**

Community Arts and Education oversees programming for the City's seven neighborhood Cultural Centers, and administers the San Francisco WritersCorps, placing writers in communities where youth live, work, and go to school. WritersCorps transforms and strengthens individuals and communities through writing workshops and spoken word performances. CAE partners with the SF Unified School District, local arts providers, and funders to develop and provide high-quality arts activities in the City's public schools.

- **Cultural Equity Grants**

The Cultural Equity Grants (CEG) program was established in 1992 at the behest of the last Arts Task Force to address inequities in the City's funding structure. CEG provides support for the enrichment of San Francisco's multicultural landscape. Four programs offer project-oriented grants to arts organizations and individual artists to nurture the continuing growth of a vibrant arts scene that celebrates the City's vast ethnic diversity and variety of cultural traditions.

- **Public Art: Art Enrichment**

Courthouses, libraries, City offices, the airport and other civic structures are enlivened through this program, which integrates works by artists in the construction of City buildings and parks, as well as in broader urban design contexts, such as traffic and pedestrian malls and transit corridors.

- **Street Artists**

The SFAC administers the Street Artists program in order to provide residents and visitors with a colorful outdoor marketplace that contributes to the economic life of the city.

- **Summer In The City**

The Summer in the City "pops" concert series provides music lovers with diverse and affordable performances by our renowned San Francisco Symphony orchestra and a sparkling roster of guest artists in Davies Symphony Hall.



*Dance Brigade – Debbie Kanyama  
and Lena Gatchalian,  
photo, Andy Mogg*

Certainly, we can point to the success of the Grants for the Arts program by recognizing the benefit to most of the organizations that have received funding.<sup>16</sup> However, in spite of the Cultural Equity Initiatives created in 1992 to support diversity, many individual artists and small arts organizations are struggling. In fact, all arts organizations have been adversely affected by funding cuts. Additionally, the Arts Commission budget has been cut by more than \$500,000.00 over the past five years and has had to cut programs and staff.

San Francisco is underutilizing and under-funding its arts community. The continued drain of city funds supporting the Arts and the uncoordinated distribution of these funds prevents San Francisco from achieving maximum benefit from its investment.

Specifically, we can point to the following:

- The abandonment of the Neighborhood Arts Plan, with many communities having no cultural space and little or no arts activity
- Poor stabilization efforts for small and mid-size organizations
- The six largest arts organizations sustained a 25% cut in the past two fiscal years<sup>17</sup>
- Little attention is being paid to individual artists



# RECOMMENDATIONS

IT IS WELL UNDERSTOOD TODAY that the arts are one of the most valuable investments a city can make. Numerous reports point to the dramatic effect of the arts on economic growth, on community development, on education, on empowerment of youth, on community health, on violence prevention as well as many other areas of public policy concern. Conversely, an insufficient investment in the arts has often been linked to a host of societal problems; representatives from the Mayor's Office of Economic Development and the Department of Public Health made presentations on this subject to this Task Force, demonstrating a dramatic correlation between a lack of arts funding and a host of troubles in particular neighborhoods of the City.<sup>18</sup> Clearly, when we make recommendations to improve the arts ecology in San Francisco we do so with a potent understanding of how such an improvement will benefit the City as a whole.

Fortunately, San Francisco created a stable and dedicated funding mechanism for the arts in the Hotel Tax Fund. Since the 1960s, the Hotel Tax has supported the ongoing operations of City arts organizations; since 1978 a Hotel Tax of 8% has been dedicated to the City's arts and tourism agencies (with an additional 6% Hotel Tax going directly to the General Fund). The Hotel Tax is rightly seen as

a nationally-known model of civic arts funding; its stability and steady growth over the years is the best guarantee the City can make toward maintaining its rewarding investment in the arts.

In recent years, however, that guarantee has eroded as the City has diverted more and more Hotel Tax funds away from the arts and tourism and into the general Fund to solve annual budget crises.

At the same time, City arts policy management and implementation has been spread out on an ad hoc basis over numerous agencies, leading to inconsistent policies, uneven results, and a marked shortage of artist-related services. The City's arts granting programs are split between two agencies, with duplication in some program areas and a lack of funding in others. Artists, arts organizations, non-arts City agencies, and communities all over the City have described needs for arts-related services to the Task Force which are not currently being met by any of the City's arts agencies.

While there are great successes in the City's arts support system, there are also significant flaws.

The ongoing diversion of Hotel Tax funds away from the arts, along with the City's fragmented arts support structure, have directly contributed to the City's failure of its Charter responsibilities to support neighborhood arts and to support its charitable trust departments. These failings have also restricted opportunities for artists and arts organizations, and contributed to the departure of artists from the City. As a result of these deficiencies the people of San Francisco and the City itself are reaping only a portion of the benefit that a thriving arts community has to offer.

Therefore, we submit the following short and long term recommendations with the intention of improving upon the City's existing arts support system, restoring and stabilizing funding levels for arts organizations and agencies, and creating new partnerships to harness the potential of the arts as a tool for addressing City goals and problems.

This Task Force assigns special priority to new programs in Neighborhood Arts, the City's Cultural Centers, and an Interdepartmental Arts Liaison to facilitate City arts policy.<sup>19</sup> Our task force overwhelmingly supports the creation of a Department of Arts and Culture to better coordinate arts policies and the agencies that we count on to implement them.<sup>20</sup> The details of this proposed restructuring will have input from existing agencies and members of this task force over the next year in order to be effectively created and implemented.

These recommendations assume an eventual full restoration of the commitment from the Hotel Tax to the arts community. We recognize, however, that it may take a period of years to fully implement the recommendations, with targets, outcomes, and evaluations of progress along the way. So as we propose our full slate of recommendations, we also propose an approach to fulfilling these goals.

## Recommendations Part 1: REVENUE

The overall goals of our revenue recommendations are to restore, stabilize, and enhance Hotel Tax revenue to support the arts industry, while collaborating with all City departments to include the arts in each department's budgeted activities and expand arts resources throughout the City. These revenue recommendations were unanimously supported by the voting members of the Task Force.<sup>21</sup>

### #1 Restore Hotel Tax revenues dedicated to the arts industry.

Current law mandates an 8% Hotel Tax to support arts and tourism agencies, and affordable housing. In recent years, the City has diverted up to \$24 million of these revenues annually to the general fund. This diversion of funds has contributed to the City's failure of its Charter responsibilities to support neighborhood arts, a lack of opportunity for artists and arts organizations, and the departure of artists from the City.

- The City must follow the law and dedicate a Hotel Tax of 8% to support its arts and tourism agencies, carry out the arts policies of the City, and contribute to the creation of affordable housing.
- San Francisco needs a firm, reliable commitment to financial support of the arts. A ballot initiative securing hotel tax allocations should be considered if the City fails to comply with the law.

### #2 Establish City arts agencies' control over City funds dedicated to the arts.

Numerous City departments claim to have arts or arts funding programs, yet in many cases there is little or no oversight of those programs in terms of City arts policies and goals.

- The City's arts agencies will have direct control of arts-dedicated funds from Redevelopment and Planning Department initiatives. Funds for public art can then be dedicated to local artists, as well as local arts organizations.
- All community-enhancement and development-impact funds will include a contribution to arts programs, with those funds transferred to the direct control of the City's arts agencies.
- Arts programs in other agencies such as the SFUSD or Recreation & Parks will coordinate their activities with Arts Commission initiatives and be held accountable to City arts policies.
- Each City department must include an arts component in its budgeted activities (such as listing activities, services, and contracts that can employ artists), and coordinate these activities with the City's arts agencies.

### #3 Use the City's land-use and financial resources to create incentives for a substantially increased supply of affordable housing and work spaces for artists.

The City's Master Plan mandates that  $\frac{2}{3}$  of new housing be affordable to the majority of City residents.<sup>22</sup> We are falling substantially short of this goal, and our failure is driving artists out of the City.

- The City needs to use its land use policies, especially in the re-zoning efforts underway in the eastern neighborhoods, to create substantial new opportunities for affordable housing and artist work spaces (for example, establishing a density bonus for developers who include art space in their project).
- Include artists in all affordable housing initiatives, possibly in conjunction with a resident artist/neighborhood arts program.

## #4 **Develop and implement financing plans for long-overdue capital improvements, seismic upgrades, and life-safety upgrades to City-owned arts facilities.**

The City's neighborhood cultural centers and the Veterans Building are in advanced states of neglect. Restoring and improving these facilities would help ensure the continued (and expanded) availability of City-owned property for arts purposes, and better ensure the safety of artists and arts audiences.

### ADDENDUM TO THE REVENUE RECOMMENDATIONS

These recommendations applied to the 2005–06 budget would increase City arts and tourism support by \$18 million (\$7.8 million of this to the arts) with the possibility of a corresponding deficit in the general fund (see Chart #3).

There are alternative revenue sources to replace City use of Hotel Tax Funds.

We are the Arts Task Force, not the General Fund Task Force, and so it is up to City government to choose how to replace funds that have been diverted away from the arts. However, we have noted a number of opportunities for new revenue that could wean the General Fund from its improper reliance on Hotel Tax funds.

These could include:

- A 2% development impact fee on all new commercial construction and residential construction of more than six units.
- A reconfigured City business tax.
- A real estate transfer tax on home sales over \$2 million.
- Establishing a municipal bank.
- An increase in the Hotel Tax.
- A tax on other tourist expenses, such as rental cars.
- An increase in the Marine Tax on boats harbored at the SF Marina.

The City can also use its financial power to leverage more affordable housing opportunities, through such means as development impact fees, a municipal bank, or a City-backed Housing Development Equity Loan Fund to make low-interest loans.

## Recommendations Part 2: PROGRAMMING

The overall goals of our programming recommendations are to stabilize, reorganize, and expand City arts resources, programming, and services to the arts industry and the public. These programming recommendations were unanimously supported by the voting members of the Task Force.<sup>23</sup>

*This chart reflects recommendations that create new permanent programs or positions (indicated in red). A complete list of the Task Force's Program Recommendations, and descriptions, are offered on the following pages.*

INTERDEPARTMENTAL	ARTS COMMISSION	GRANTS FOR THE ARTS
<b>Interdepartmental Liason [REC #6]</b> Asian Art Museum Fine Arts Museums War Memorial Redevelopment Agency Other Departments	<b>Visual &amp; Design Arts</b> Art Gallery Market Street Art Project Civic Design Review Public Art Civic Art Collection  <b>Neighborhood Arts</b> Arts Education, K-12 WritersCorps <b>Neighborhood Arts Space Underwriting [REC #13]</b> <b>Cultural Centers [REC #5]</b>  <b>Development</b>  <b>Presenting</b> Summer Symphony Concerts Special Projects [REC #8]  <b>Marketing and PR</b>	Operating Support Arts & Tourism <b>Space Subsidy at City-owned venues [REC #12]</b>  <b>Capital Funding</b> Voluntary Arts Contribution Fund WritersCorps <b>Nonprofit Performing Arts Loan Fund [REC #3]</b>  <b>Cultural Equity Grants</b> Organizational Project Charts Individual Artist Commissions CEI, Level 1 & 2 Creative Space Grants <b>Volunteer Arts Organization Grants [REC #12]</b>  <b>Neighborhood Arts</b> Programs in Community Festival Grants Artist Residencies [REC #13]



## #1 Reorganize the City's arts agency programs under the Arts Commission and Grants for the Arts

City arts policy management and implementation is spread out over numerous agencies, leading to inconsistent policies, uneven results, and a shortage of artist services. The City's arts granting programs are split between two agencies, with duplication in some program areas and a lack of funding in others. Artists, arts organizations, non-arts City agencies, and communities all over the City have described particular needs for arts-related services to the Task Force. The current fragmented structure has contributed to the City's failure of its Charter responsibilities to support neighborhood arts, a lack of opportunity for artists and arts organizations, and the departure of artists from the City.

- The Arts Commission would maintain interdepartmental relationships with the Asian Art Museum, Fine Arts Museums, War Memorial buildings, and Redevelopment Agency facilities and programs.
- Arts Commission programs would continue to fulfill the Commission responsibilities in the Charter for public art, civic design, and the Civic Art Collection.

- New and/or expanded programs developed by the Arts Commission programs would provide direct support to the City-owned neighborhood Cultural Centers and other neighborhood arts venues.
- New Arts Commission programs would provide technical and marketing assistance to the nonprofit arts industry, visual and performing arts presenting opportunities, and development of partnerships with other City agencies, the for-profit arts industry, and non-arts industries.
- Grants for the Arts programs would encompass the current grants programs of Grants for the Arts and the Arts Commission, including the Cultural Equity Grants program.
- Non-arts grant budget mandates currently assigned to Grants for the Arts will be reassigned to appropriate agencies.
- Each area will have new programs as recommended on the following pages.

## #2 Take inventory of City facilities and, where possible, make them available for arts activities through partnerships with community arts organizations.

In addition to cultural facilities, the City owns and operates numerous community facilities, recreation centers, schools, and the like. Many of these venues are underutilized for arts activities, and are dark at critical hours for serving youth and at-risk communities.

### **#3 Use Redevelopment Agency and Planning Department arts funding to create and support arts in City-owned properties and throughout the City.**

These City departments generate significant amounts of money for public art acquisition and arts facilities, but in many cases there is little or no oversight of those funds in terms of City arts policies and goals.

- The City's arts agencies will have direct control of arts-dedicated funds from Redevelopment and Planning Department initiatives. Funds for public art can then be dedicated to local artists, as well as local arts organizations, and the creation and renovation of arts facilities.
- These funds will also provide some capital funding for seismic upgrades, code mandates, and deferred maintenance in City-owned facilities.
- Convert the Nonprofit Performing Arts Loan Fund to a forgivable loan program to support the building and improvement of affordable arts spaces.
- Create a Property Trust for the acquisition of real estate for arts uses, including new neighborhood cultural centers.

### **#4 Create and implement plans for new and renovated arts buildings in the mid-Market Redevelopment Area, Pier 70, the Mission, and other targeted enterprise and development zones.**

A number of areas in the City, like the mid-Market area, Pier 70, and the central Mission, have strong legacies as arts districts and/or have developed plans for arts districts that have not been implemented.

### **#5 Create more substantial and stable support for the neighborhood Cultural Centers, and pursue the creation of new neighborhood Cultural Centers.**

The San Francisco Arts Commission has a responsibility in the Charter for the maintenance, repair, and development of the neighborhood Cultural Centers. Budget cuts and City bureaucracy have limited the SFAC to addressing emergency repairs and pressing life-safety issues.

- Provide development assistance to the Cultural Center's boards of trustees and staffs to improve property management and long-range planning.

### **#6 Create an Interdepartmental Arts Liaison staff to facilitate City Arts policy across City departments.**

The Arts Element of the Master Plan recognizes the arts as an essential industry and economic engine for the City, yet the arts are isolated as a department of City government. The interdepartmental liaison staff would be responsible for working with other City departments to incorporate the arts into traditionally non-arts programs, such as health care and crime prevention, and to ensure that the arts are represented at all functions of city government. Possible interdepartmental liaison staff responsibilities would include:

- MOCD investment in arts programs for underserved districts.
- First Source access for artists to City contracts for creative services and neighborhood services.
- Responsibility for coordinating other Department of Arts and Culture staff attending relevant meetings within city government.
- Working closely with Development personnel to make sure that the arts are included in all relevant funding proposals written by other City departments.

## #7 Create a Development staff to facilitate partnerships between the arts industry, other City agencies, the for-profit arts industry, and non-arts industries.

The City and the arts industry don't take full advantage of the many arts and community development funding opportunities available at the State and Federal levels. A development office at the Department of Arts and Culture would be charged with:

- Researching and tracking State, Federal and international funding opportunities to increase the Department of Arts and Culture's cash income for programs and projects.
- Coordinating joint applications from multiple arts organizations to leverage maximum income from a variety of sources.
- Creating materials and education campaigns for donor-advised funds and community foundations that wish to generally support the arts in San Francisco.
- Establishing and encouraging arts education opportunities and collaborations among artists, arts organizations, school administrators and teachers for arts education programming.
- Generating partnerships with commercial arts industries—art dealers, festivals, printers, recycling programs, etc.
- Researching and planning a system of tax credits for arts uses, services to artists, and partnerships between the commercial and nonprofit arts.
- Development staff will work closely with interdepartmental liaison to develop arts-inclusive language for grant proposals being written by other City agencies.

## #8 Create new programs to provide new presenting opportunities.

The City of San Francisco has a history of creating and seeding significant arts-presenting events like the Summer Symphony concert series and the Ethnic Dance Festival, and large-scale community events like the upcoming observance of the 1906 earthquake. The City needs to dedicate resources for new presenting opportunities—here and abroad—in partnership with the arts industry, using the entrepreneurial spirit of artists and the arts as economic development tools and ambassadors of the City.

- Coordinate with the Development program and the city's arts community to create joint applications for large funding opportunities.
- Create and support a San Francisco artists touring program, for local artists to perform and exhibit works across California, nationally, and internationally.
- Create a fund for special projects, for new citywide arts-presenting opportunities that promote San Francisco and its arts industry according to City policies and goals, and celebrate San Francisco as a diverse center of art and culture.

## #9 Create new programs to provide technical assistance to the arts industry.

The Arts Commission would provide non-grant support to the arts industry. These programs would work closely with organizations and individuals supported by Grants for the Arts.

- Information services: create an online City artist resource & information center, with links to programs and technical assistance.
- Permit services: lower fees, relaxed requirements and streamlined processes for arts activities, including one-stop shop support for event permitting and liability insurance requirements.
- Insurance services: purchasing pools for workers compensation and liability insurance for small arts organizations and presenters, and health insurance benefits via the San Francisco Health Plan for small arts or arts service organizations and individual artists.
- Financial services: an "Arts Bank" for City grants, credit lines, financing, reserves, micro-loans, and emergency funds for arts groups and/or individual artists.
- Technical assistance: economic development programs for individual artists to develop their assets, and for arts organizations to develop their management and financial structures.
- Surplus materials: making City surplus equipment/furnishings available to San Francisco arts organizations.

RECOMMENDATIONS

## #10 Create new programs to promote economic development in San Francisco through the arts industry.

The arts are known to be an essential element of San Francisco, both intrinsically and economically, but there is a shortage of recent data quantifying the impact of the arts industry. Similarly, there is a lack of public acknowledgment and promotion of the arts, and of San Francisco as a city of the arts.

- Build a knowledge base of economic impacts of the arts in the City.
- Work with the Convention & Visitors Bureau, Grants for the Arts' Arts & Tourism program, and City arts groups to create comprehensive plans to maximize cultural tourism throughout the City.
- Include arts representatives in City economic missions and sister city programs nationally and internationally.
- Establish an Arts Fast Pass, with discounted prices for youth, seniors, low income patrons, artists, and/or visitors.
- Establish a San Francisco Arts Award recognizing artistic achievements by individuals, organizations, and communities.
- Encourage and broaden City efforts to increase and enhance arts information services for visitors online, in hotels and airports, on public transit, and through Convention & Visitors Bureau activities.

## #11 Grants for the Arts will encompass all of the City's arts grant programs.

The City's Grants for the Arts program has been a national model for organizational operating support. That program will now be joined by the Cultural Equity Grants program and new programs in a larger and stronger program area.

- Sustained, general operating support for arts organizations will continue to be a centerpiece of City arts funding.
- Each grants program will define its own criteria and evaluation methods for applications, depending on the needs of the program and of City arts policies.
- Develop a single core application for arts organization grants, with additional information required for particular grants programs.

## #12 Create new Grants for the Arts programs for emerging organizations and arts activities at City-owned facilities.

In addition to cultural facilities, the City owns and operates numerous facilities that are underutilized for arts activities, and are dark at critical hours when they could be serving youth and at-risk communities. In many of these same communities, new arts organizations have trouble getting off the ground and gaining eligibility for ongoing operational support.

- Create a micro-grant program for volunteer-based arts organizations.
- Create a space-subsidy grant program for low-income artists and organizations to perform at City-owned venues, ranging from cultural centers to the War Memorial Building, and including City-owned community centers and schools.

Grants designed to advance artists and organizations will include technical assistance and support from the Services program area, and will lead to increased organizational support as advancement outcomes are achieved.

RECOMMENDATIONS



## #13 Create a new and substantial Neighborhood Arts Program of artist residencies, support of neighborhood arts venues, Cultural Center programming serving youth, and community arts activities.

In past decades, a Neighborhood Arts Program was one of the largest recipients of funds from Grants for the Arts and in FY 05/06 Grants for the Arts contributed over \$500,000 to the Arts Commission's Community Arts and Education Program and the City's Cultural Centers.<sup>24</sup> However, current residents of several San Francisco neighborhoods, specifically, the Richmond, the Sunset, West of Twin Peaks, the Excelsior and Bayview Hunter's Point have limited access to arts and culture, and the diversity of arts in the City has suffered. Expanding and creating new neighborhood programs will further enhance the diversity and availability of arts activities in San Francisco.

- Coordinate existing Arts Commission community arts programs and all City funding for neighborhood festivals under one staff.
- Create a new residency program for individual artists at neighborhood venues, including cultural centers, public housing, other City-owned buildings, and non-profit arts venues. Create and maintain a roster of artists and arts organizations as a resource for the development of residency opportunities.
- Create a new grants program supporting neighborhood arts venues that house or present a number of arts organizations and activities.
- Create a new grants program supporting after-school and youth-serving arts programs at the neighborhood cultural centers.
- Create a new matching grants program to stimulate private investment in community arts from small and community-oriented businesses.

## #14 Strengthen Arts Service Organizations.

Arts service organizations contribute to economic development by assisting individual artists, arts businesses and nonprofit arts organizations to become more self-sufficient through services, technical assistance and information about the arts business, legal issues and best management practices. Grants for the Arts will create a program to strengthen arts service organizations through:

- A new grant program which provides support for organizations meeting criteria based on community needs, program quality and levels of service provided.
- Opportunities to create innovative partnerships with government agencies, community cultural centers and art.



## Recommendations Part 3: STRUCTURE

The overall goals of the our recommendations regarding the structure of the City's Arts agencies are to:

1. Empower visionary leadership to advocate for the arts throughout all City activities (and to advocate for City arts at state, national, and international levels)
2. Improve policy coordination among all City arts activities
3. Elevate the political profile of the arts to ensure that the power, impact, and influence of the arts are part of all policy discussions
4. Increase accountability to the citizenry regarding policymaking and grant making
5. Allocate city resources equitably among organizations of all sizes and cultural traditions
6. Increase departmental efficiency and effectiveness

### #1: Create a Department of Arts and Culture

The current functions of the Arts Commission and Grants for the Arts shall reside in a newly-created Department of Arts and Culture.

### #2: Create an Arts Planning Council

A new advisory body called the Arts Planning Council shall be created to advise the Mayor and Board of Supervisors on matters related to public funding of the arts.

The purpose of the Arts Planning Council shall be to:

1. Advise the Mayor and the Director of the Department of Arts and Culture (DAC) on matters relating to public funding of the arts and the integration of the arts into citywide strategic initiatives designed to solve urban issues facing our city. As an interim measure and during the formation of the Department of Arts and Culture, shall also advise the Directors of Grants for the Arts and the Arts Commission.
2. Review the progress of the Arts Element of the Master Plan and assess community needs.
3. Design and execute evaluation processes for the public funding of the arts.
4. Assist DAC with developing public-private relationships and policies to expand the scope and scale of DAC-funded services.
5. Review the CCSF arts budget and other major city department budgets and initiatives that have an impact on the Arts Plan.

These recommendations assume an eventual full restoration of the commitment from the Hotel Tax to the arts community. We recognize, however, that it will take a period of years to fully implement the recommendations, with targets, outcomes, and evaluations of progress along the way. So as we propose our full slate of recommendations, we also propose an approach to fulfilling these goals. The Arts Task Force, a sub-committee or its successor, shall be reconvened by the Chair, in consultation with Directors of SFAC and GFTA, during program development and reorganization discussions.



# AN IMPLEMENTATION PLAN *or Suggestions on how we get there from here*

## Near-Term Plan – FY 2006–07:

### ARTS COMMISSION

- Under Mayoral policy directive, current Director of Cultural Affairs to serve as Interdepartmental Arts Liaison with all City Departments to increase integration and coordination.
- Current Director of Cultural Affairs to liaison with SF Redevelopment Agency to focus on land use, space development and artist housing and develop focus.

### GRANTS FOR THE ARTS

- All granting programs are consolidated, and grant applications streamlined.
- All grant review processes maintained.
- Two Arts Commissioners designated by Mayor shall serve on GFTA Advisory Board.
- GFTA Advisory Board appointments shall be for specific terms consistent with terms prescribed for Arts Commissioners.
- Increased or new revenues shall be used first towards expanded funding for Cultural Equity Grant programs.

### ARTS COMMISSION/GRANTS FOR THE ARTS

- Arts Commissioners and GFTA Advisory Committee shall meet annually to review goals.
- Directors of SFAC and GFTA shall develop plans for new programs designed for implementation in FY 08 budget. These new programs will be approved by both the Arts Commission and the GFTA Advisory Board:
  - New/expanded grant program for Neighborhood Arts Program;
  - New Technical/Services Assistance program to be administered by Arts Commission;
- Work with Board of Supervisors to integrate artists' health care coverage in health care planning.
- Program initiatives on how large arts organizations can provide assistance to small arts organizations.

### ARTS PLANNING COUNCIL

- Create new Arts Planning Council that will advise the Mayor, Board of Supervisors, Director of Grants for the Arts, Director of Cultural Affairs, Arts Commission and Grants for the Arts Advisory Committee. With scope as defined in Arts Planning Council proposal.

## Longer Term:

During 2006–07, Directors of SFAC, GFTA and other arts departments as applicable, will meet regularly with City representatives and the Arts Task Force, a sub-committee or its successor, to explore the development of various scenarios for creating a new Department of Arts and Culture, and shall prepare a report for submission to the Mayor and Board of Supervisors by July 1, 2007. All budget/financial, Charter, legal and other issues shall be investigated and discussed in this report for consideration by the Mayor and Board of Supervisors.

LEFT

*David Best Hayes Green Temple, funded by the San Francisco Art Commission and the Black Rock Arts Foundation, photo Stefan Hastrup*



# End Notes

<sup>1</sup> See Appendix Item 5.2 – Resolution No. 781-04

<sup>2</sup> See Appendix Items 6.1 and 7.1 for Task Force Meeting Agendas and Minutes

<sup>3</sup> See Appendix Items 7.2 for special meeting minutes and 7.3 for Outreach meeting schedule

<sup>4</sup> See Appendix for complete list of Reports, Legal Documents and Presentations reviewed by the Task Force

<sup>5</sup> See Appendix 8.2 for list of 81 points.

<sup>6</sup> See Appendix 4.2 Charter Article VIII

<sup>7</sup> See Appendix 1.2 SFAC Organizational Chart and further descriptions under the “Current Program Support” section below.

<sup>8</sup> See Appendix 4.1 Charter Article VII

<sup>9</sup> See Appendix 1.14 Arts Element of the General Plan

<sup>10</sup> See ‘Summary of Objectives and Policies of the Arts Element of the Master Plan’ attached.

<sup>11</sup> See Appendix 11.8 – This figure comes from a 1987 economic impact study commissioned by the San Francisco Arts Commission. Note, because there has not been another study like this since 1987, the Arts Task Force has authorized an expenditure for the Arts Commission to participate in the Americans for the Arts Economic Study, with results due in 2007.

<sup>12</sup> See Appendix 2.1 – FY 2005–06 budget

<sup>13</sup> See Appendix Section 3 for complete documentation on the history of the Hotel Tax. In sum, San Francisco’s Hotel Tax was created in 1961 and imposed a 6% tax on the occupancy of hotel rooms. It has remained in effect since that time with gradual rate increases to the present rate of 14%.

<sup>14</sup> The Hotel Tax is statutorily allocated to various civic programs and budgets. The oldest version of the Code we viewed is the 1974 Code, which provides that Hotel Tax funds be allocated on a percentage basis to low-income housing subsidies and developments; improvements and rent relating to Candlestick Park; and publicity and advertising, with any remaining monies going to the general fund for discretionary use. The Code has been amended many times since 1974, and the current allocation scheme is based on specific dollar amounts for each fiscal year designated to the following: (1) Convention Facilities; (2) Convention and Visitors Bureau; (3) Low-Income Housing/Yerba Buena Center Redevelopment Project; (4) War Memorial; (5) Candlestick Point; (6) Publicity/Advertising—Recurring Events (GFTA falls into this category); (7) Publicity/Advertising—Non-recurring Events; (8) Cultural Equity Endowment Fund; (9) Asian Art Museum; (10) Fine Arts Museums; (11) Cultural Centers; and (12) California Academy of Sciences. Any remaining Hotel Tax monies go to the general fund for discretionary use.

<sup>15</sup> Presentation by GFTA Director Kary Schulman to the Task Force May 18, 2005

<sup>16</sup> See Appendix 1.4 – Grants for the Arts – Historical Grant Levels FY 2000/01–2004/05

<sup>17</sup> These organizations are: The San Francisco Ballet, The San Francisco Opera, The San Francisco Symphony, The American Conservatory Theater (A.C.T), The Exploratorium and San Francisco Museum of Modern Art (SFMOMA).

<sup>18</sup> Presentations to the Task Force were made by Dr. Rajiv Bhatia from the Department of Health and Fred Blackwell from the Mayor’s Office of Community Development on June 15, 2005.

<sup>19</sup> These three recommendations are listed respectively as Program Recommendations #13, #5 and #6 below.

<sup>20</sup> On January 18th, 2006 19 of 21 voting Task Force members present voted in favor of this recommendation, See Appendix 7.1 for record of the Meeting Minutes.

<sup>21</sup> See Appendix 7.1 for Record of Arts Task Force Binding Votes in Meeting Minutes

<sup>22</sup> The Master Plan is also referred to as the ‘General Plan’ by the Dept. of Planning.

<sup>23</sup> See Appendix 7.1 for Record of Arts Task Force Binding Votes in Meeting Minutes

<sup>24</sup> See Appendix 1.3 GFTA Budget Information

Below is a list of documents reviewed by the Arts Task Force and referred to in the body of the report.

## CURRENT ARTS POLICY & AGENCY REPORTS

- 1.1 San Francisco City and County Government
- 1.2 SF Arts Commission - Organizational Chart
- 1.3 Grants for the Arts Budget Information (July, 2005)
- 1.4 Grants for the Arts – Historical Grant Levels 2000-01 to 2004/05
- 1.5 GFTA – Current Recipient Contact List by Budget Size
- 1.6 Grants for the Arts – Eligibility/Funding Criteria
- 1.7 War Memorial and Performing Arts Center – FY 2004-05 Revenue
- 1.8 War Memorial and Performing Arts Center – FY 2001-05  
– Actual Attendance
- 1.9 War Memorial - Herbst Theater Licensees 2002-05
- 1.10 SF Arts Policy Decision-Making Overview
- 1.11 SF Arts Policy Decision Making – Executive Branch
- 1.12 SF Public Arts Funding – Arts Commission
- 1.13 SF Public Arts Funding
- 1.14 Arts Element of Master Plan for San Francisco – Dept. of Planning
- 1.15 San Francisco: Art for the City, A City for the Arts – Executive Summary  
– Mayoral Statement
- 1.16 Convention & Visitors Bureau - Annual Visitor Volume & Spending  
1999-2004
- 1.17 Convention & Visitors Bureau - Sales & Marketing Materials

## FINANCIAL DOCUMENTS

- 2.1 FY0506 San Francisco Public Funding of Arts
- 2.2 Hotel Tax Budget Distribution 2004/05 – CVB (May 5, 2005)
- 2.3 Arts Commission Budget FY 2001-02 through 2005-06
- 2.4 Arts Commission Budget 2001-2006
- 2.5 Arts Commission Budget – From Dept. of Appropriations FY 2001-02;  
FY 2002-03; FY 2003-04; FY 2004-05
- 2.6 Cultural Center Hotel Tax Allocations FY 1997-98 to 2005-06
- 2.7 War Memorial Budget Summary FY 2004-05
- 2.8 Controller's Office Report on FY 2005-06 Funding Appropriations to  
Support the Arts (August 31, 2005)
- 2.9 Hotel Room Tax History FY 2001-02 to 2005-06 Controller's Office  
(June 29, 2005)
- 2.10 FY 04-05 and FY 05-06 Funding Appropriation to Support Arts
- 2.11 Sources of Funds by Service Area & Dept FY 2005-06
- 2.12 Recommendations of Budget Analyst for Amendment of Budget Items:  
WAR MEMORIAL – 2005-06
- 2.13 Recommendations of Budget Analyst for Amendment of Budget Items:  
ASIAN ART MUSEUM – 2005-06
- 2.14 Recommendations of Budget Analyst for Amendment of Budget Items:  
FINE ARTS MUSEUM – 2005-06
- 2.15 Recommendations of Budget Analyst for Amendment of Budget Items:  
ACADEMY OF SCIENCES – 2005-06
- 2.16 Recommendations of Budget Analyst for Amendment of Budget Items:  
ADMINISTRATIVE SERVICES – 2005-06
- 2.17 Recommendations of Budget Analyst for Amendment of Budget Items:  
ARTS COMMISSION – 2005-06
- 2.18 Controller's Office: 3 Year General Fund Budget Projection FY 2005-06  
through FY 2007-08 (March 21, 2005)



## HOTEL TAX

- 3.1 Hotel Room Tax Overview (April, 2005)
- 3.2 SF Business and Tax Code: Article 7 – Tax on Transient Occupancy of Hotel Rooms
- 3.3 SF Business and Tax Code: Tax on Transient Occupancy of Hotel Rooms Sec 503 (January 2001)
- 3.4 Administrative Provisions: Section 11.11 Hotel Tax (FY 2004-05)
- 3.5 Hotel Tax Budget Distribution 2004/05 – CVB (May 5, 2005)
- 3.6 Hotel Tax Revenue Allocation FY 2003-04 – Controller's Office (February, 2004)
- 3.7 Hotel Room Tax History FY 2001-02 to 2005-06 Controller's Office (June 29, 2005)
- 3.8 Memorandum re: Constitutionality of SF Hotel Tax – Gibson, Dunn & Crutcher LLP (July 8, 2005)
- 3.9 “Legal History of Hotel Tax” – Gibson, Dunn & Crutcher
- 3.10 Court of Appeal – Flying Dutchman – (Sept 9, 2004)

## LEGISLATION – Non HTF

- 4.1 SF Charter: Article V – Executive Branch – Arts and Culture
- 4.2 SF Charter: Article VIII – Arts and Culture Departments
- 4.3 SF Admin Code: Chapter 68 – Cultural Equity Endowment Fund
- 4.4 SF Charter: Article XVI – Misc Provisions – Sec 16.106 – Cultural, Educational and Recreational Appropriations
- 4.5 SF Admin Code: Chapter 50 – Nonprofit Performing Arts Loan Fund
- 4.6 SF Admin Code: Chapter 51 – Voluntary Arts Contribution Program
- 4.7 Understanding Prop 218 – Legislative Analyst's Office (December 1996)

## TASK FORCE CREATION/PROCEDURE

- 5.1 Arts Task Force Members – Contact list (May 1, 2005)
- 5.2 Resolution No. 781-04: Establishing Arts Task Force (December 8, 2004)
- 5.3 Resolution Adopted by Board of Supervisors (December 14, 2004) – File No: 041621
- 5.4 Arts Task Force Bylaws Draft (May 2, 2005)

**AGENDAS** – all available at: [http://sfgov.org/site/sfac\\_meeting.asp?id=30892](http://sfgov.org/site/sfac_meeting.asp?id=30892)

- 6.1 Agendas for 21 Task Force meetings April 7, 2005–Jan 31, 2006

**MINUTES** – all available at: [http://sfgov.org/site/sfac\\_meeting.asp?id=30892](http://sfgov.org/site/sfac_meeting.asp?id=30892)

- 7.1 Agendas for 21 Task Force meetings April 7, 2005–Jan 31, 2006
- 7.2 Minutes – District Outreach Committee – June 29, 2005
- 7.3 Outreach Meetings to Districts Schedule

## RECOMMENDATIONS (DRAFTS)

- 8.1 Task Force Recommendation to Board: “no action be taken to change City's Hotel Tax allocation language...until Arts Task Force is complete”
- 8.2 Task Force Report Element Suggestions (Aug 2, 2005) –
- 8.3 Arts Task Force Report Outline For Discussion Only (Sept 1, 2005)
- 8.4 Arts Task Force City Roles/Recommendations For Discussion Only (October 1, 2005)

## PUBLIC COMMENT

- 9.1 Town Hall Meeting (July 30, 2005)
- 9.2 Town Hall Meeting Sign Up List (July 30, 2005)
- 9.3 Town Hall Meeting Recordings (July 30, 2005)
- 9.4 Suggestions Submitted District 9 Outreach (Sept 18, 2005)
- 9.5 Suggestions Submitted District 6 Outreach (Oct. 5, 2005)
- 9.6 Sign Up List – District 6 Outreach (Oct 5, 2005)
- 9.7 Art Forum Meeting on Task Force – Minutes (August 18, 2005)
- 9.8 SF Arts Task Force – Outreach Worksheet
- 9.9 Arts Task Force/Arts Forum Survey Analysis (Summer, 2005)
- 9.1 Arts Task Force/Arts Forum Survey – Raw response

## PRESENTATIONS TO TASK FORCE

- 10.1 Mid-Market Redevelopment Zone
- 10.2 Preliminary Report Mid-Market Redevelopment Plan – SF Redevelopment Agency (March 2005)
- 10.3 Redevelopment Plan for the Mid-Market Redevelopment Project – Final Draft (March 21, 2005)
- 10.4 Mid-Market Appendix E – Projections of Tax Increment, Affordable Housing, Funds for Non-Housing Program
- 10.5 Ordinance Amending Planning Code to create Mid Market Special Use District
- 10.6 Analysis of Mid-Market Special Use District – Technical Memorandum – Bay Area Economics (November 8, 2004)
- 10.7 Mayor's Office: Communities of Opportunity (Presented June 2005)
- 10.8 "Economic & Planning Systems: Supply and Demand for PDR in the Eastern Neighborhoods" (Presented April 7, 2005)

## SUPPLEMENTAL REPORTS

- 11.1 "Leveraging Investments in Creativity Research" – Urban Institute, Center for Arts & Culture, Americans for the Arts, Line, Ford, Hewlett, Packard and San Francisco Foundations
- 11.2 "Cultural Development Strategies and Urban Revitalization – A Survey of US Studies" – UCLA School of Public Affairs
- 11.3 Report on Local Option Tax Policy – National Survey
- 11.4 "Goals and Implementing Actions for the Arts Policy for San Francisco" – Artsmarket Consulting, INC (Prepared for SFAC, December 1993)
- 11.5 SPUR: "SF Arts at the Beginning of a New Century" (Nov 12, 2000)
- 11.6 *SF Chronicle*: "SF an Ephemeral City" – Joel Kotkin, May 8, 2005
- 11.7 San Francisco Hotel Guest Survey, 2004 – Convention & Visitors Bureau
- 11.8 "The Impact of the Non-Profit Arts on the Economy of San Francisco" – (1987, Commissioned by SFAC and Conducted by Public Research Institute, SFSU)

## OTHER CITIES

- 12.1 Seattle Arts Task Force Final Report (June 1999)
- 12.2 Best Practices: Public Cultural Arts Funding – Austin, TX (2002)
- 12.3 San Jose Public Art Program – "Call to Artists"

## MISC

- 13.1 Major Art Grant Organizations – 2002/03 – Budget Overviews (from 990s filed with Sec. of State)

## SUMMARY OF OBJECTIVES AND POLICIES

### GOAL 1. SUPPORT AND NURTURE THE ARTS THROUGH CITY LEADERSHIP.

#### OBJECTIVE 1

RECOGNIZE THE ARTS AS NECESSARY TO THE QUALITY OF LIFE FOR ALL SEGMENTS OF SAN FRANCISCO.

#### POLICY 1

Promote inclusion of artistic considerations in local decision-making.

#### POLICY 2

Officially recognize on a regular basis the contributions arts make to the quality of life in San Francisco.

#### POLICY 3

Increase public awareness of the arts in San Francisco by greater promotion of existing art programs and services in the community and schools.

#### POLICY 4

Provide access to the creative process and cultural resources for all neighborhoods, cultural communities, and segments of the city and its populations.

#### OBJECTIVE 2

INCREASE THE CONTRIBUTION OF THE ARTS TO THE ECONOMY OF SAN FRANCISCO.

#### POLICY 1

Encourage and promote opportunities for the arts and artists to contribute to the economic development of San Francisco.

#### POLICY 2

Continue to support and increase the promotion of the arts and arts activities throughout the City for the benefit of visitors, tourists, and residents.

#### OBJECTIVE 3

MAINTAIN AND STRENGTHEN THE ARTS COMMISSION SO THAT IT CAN BETTER SERVE THE PUBLIC AND CITY GOVERNMENT THROUGH ARTS POLICY COORDINATION, PLANNING AND PROGRAMMING.

#### POLICY 1

Enhance the legal powers and broaden the responsibilities of the Arts Commission to better enable it to be responsive to the changing needs of the entire arts community.

#### POLICY 2

Maintain arts policy coordination activities as a function of the Arts Commission within City government.

#### POLICY 3

Strive for the highest standards of design of public buildings and grounds and structures placed in the public right of way.

### GOAL 2. RECOGNIZE AND SUSTAIN THE DIVERSITY OF THE CULTURAL EXPRESSIONS OF ART IN SAN FRANCISCO.

#### OBJECTIVE 1

INSURE REPRESENTATIVE PARTICIPATION OF THE CITY POPULATION IN ARTS DECISION-MAKING AND PROGRAMMING.

#### POLICY 1

Actively recruit and include representative populations in City agencies and bodies which deal with arts (e.g., funding, promotion, programming, arts policy, selection of art or artists, facilities development and use).

#### OBJECTIVE 2

SUPPORT ARTS AND CULTURAL PROGRAMS WHICH ADDRESS THE NEEDS OF DIVERSE POPULATIONS.

#### POLICY 1

Identify and address the needs of arts programs and facilities for all segments of San Francisco.

#### POLICY 2

Provide accessible arts information resources to non-English speaking as well as visually and hearing impaired populations.

<b>POLICY 3</b>	Continue to increase City support for organizations and developing institutions which reflect the diverse cultural traditions of the San Francisco population.	<b>POLICY 3</b>	Protect and assist in the creation of artists' live/work spaces.	<b>POLICY 4</b>	Strengthen the leadership, personnel, governance and structure of arts organizations.
<b>OBJECTIVE 3</b>				<b>GOAL IV. INCREASE OPPORTUNITIES FOR QUALITY ARTS EDUCATION.</b>	
<b>PROMOTE ARTS EDUCATION PROGRAMS THAT REFLECT THE CULTURAL DIVERSITY OF SAN FRANCISCO.</b>				<b>OBJECTIVE 1</b>	
<b>POLICY 1</b>	Encourage arts education offerings in the community and the schools to include art and artists from many cultures.	<b>OBJECTIVE 2</b>		<b>POLICY 1</b>	Advocate for arts education opportunities for all residents of San Francisco.
<b>GOAL III. RECOGNIZE AND SUPPORT INDIVIDUAL ARTISTS AND ARTS ORGANIZATIONS, A COMBINATION THAT IS VITAL TO A THRIVING ARTS ENVIRONMENT.</b>		<b>STRENGTHEN THE CONTRIBUTION OF ARTS ORGANIZATIONS TO THE CREATIVE LIFE AND VITALITY OF SAN FRANCISCO.</b>		<b>POLICY 2</b>	Strengthen collaborations among artists, arts organizations, and teachers, school administrators, and others responsible for arts curricula.
<b>OBJECTIVE 1</b>		<b>POLICY 1</b>	Support a stable funding base for small, medium and large arts organizations and develop new funding sources to enable arts organizations of all sizes to respond to demand for services.	<b>OBJECTIVE 2</b>	
<b>ENHANCE THE CONTRIBUTION OF ARTISTS TO THE CREATIVE LIFE AND VITALITY OF SAN FRANCISCO.</b>		<b>POLICY 2</b>	Assist in the improvement of arts organizations' facilities and access, in order to enhance the quality and quantity of arts offerings.	<b>RECOGNIZE IN ARTS EDUCATION PROGRAMS THAT A PARTNERSHIP AMONG ARTISTS, TEACHERS, AND ARTS ORGANIZATIONS IS ESSENTIAL TO CREATE AND MAINTAIN QUALITY ARTS EDUCATION PROGRAMMING.</b>	
<b>POLICY 1</b>	Develop funding sources for individual artists.			<b>POLICY 1</b>	Support and increase the participation of artists in San Francisco's arts education programs.
<b>POLICY 2</b>	Encourage City-funded arts programs and organizations to establish policies for payment to professional artists.	<b>POLICY 3</b>	Recognize that arts organizations are representative of the City's diversity, creativity and vitality.		



<b>POLICY 2</b>	Support the efforts and dedication of arts teachers who have developed and maintained outstanding programs in the schools.	<b>POLICY 3</b>	Reduce or eliminate, whenever possible, City-imposed costs associated with producing the arts by non-profit organizations and educational institutions.	<b>POLICY 3</b>	Increase the use of City owned neighborhood facilities for the arts.
<b>GOAL V. INCREASE FUNDING SUPPORT FOR THE ARTS IN SAN FRANCISCO.</b>		<b>OBJECTIVE 3</b>			<b>POLICY 4</b>
<b>OBJECTIVE 1</b>					Preserve existing performing spaces in San Francisco.
<b>INSURE THAT CITY FUNDING SUPPORTS THE DELIVERY OF SERVICES TO THE BROADEST POSSIBLE SPECTRUM OF THE COMMUNITY.</b>		<b>DEVELOP AND EXPAND ONGOING PARTNERSHIPS WITH THE PRIVATE SECTOR IN SUPPORT OF THE ARTS.</b>		<b>POLICY 5</b>	Develop and maintain a mid-sized downtown performing arts facility available to community-based, culturally diverse arts groups easily accessible to visitors.
<b>POLICY 1</b>	Provide the greatest possible public input into considerations regarding arts funding.	<b>POLICY 1</b>	Develop partnerships with the private sector and the business community to encourage monetary and non-monetary support of the arts, as well as sponsorships of arts organizations and events.	<b>POLICY 6</b>	<b>POLICY 6</b>
<b>POLICY 2</b>	Assist in the development of new funding sources for arts organizations which have traditionally not received City funding.	<b>GOAL VI. ENHANCE, DEVELOP, AND PROTECT THE PHYSICAL ENVIRONMENT OF THE ARTS IN SAN FRANCISCO.</b>			Insure the active participation of artists and arts organizations in the planning and use of de-commissioned military facilities in San Francisco.
<b>OBJECTIVE 2</b>		<b>OBJECTIVE 1</b>		<b>POLICY 7</b>	Encourage the use of available and existing facilities under local government jurisdiction by artists and arts organizations.
<b>SECURE NEW SOURCES OF REVENUE FOR THE ARTS.</b>		<b>SUPPORT THE CONTINUED DEVELOPMENT AND PRESERVATION OF ARTISTS' AND ARTS ORGANIZATIONS' SPACES</b>		<b>POLICY 8</b>	Include arts spaces in new public construction when appropriate.
<b>POLICY 1</b>	Establish a coordinated, flexible city-wide percent for art program.	<b>POLICY 1</b>	Review, revise and coordinate city permit policies and codes to better meet the needs of the arts.	<b>POLICY 9</b>	Create opportunities for private developers to include arts spaces in private developments city-wide.
<b>POLICY 2</b>	Determine the means of providing in-kind resources and services to the arts.	<b>POLICY 2</b>	Support and expand programs directed at enabling arts organizations and artists to comply with City building and safety codes and to rehabilitate arts spaces.	<b>POLICY 10</b>	Assist artists and arts organizations in attaining ownership or long-term control of arts spaces.

**POLICY 11**

Identify, recognize, and support existing arts clusters and, wherever possible, encourage the development of clusters of arts facilities and arts related businesses throughout the city.

**OBJECTIVE 2**

**INCREASE OPPORTUNITIES FOR PUBLIC ART THROUGHOUT THE CITY.**

**POLICY 1**

Develop a public art plan and requisite ordinance for the City of San Francisco.

**POLICY 2**

Protect, maintain and preserve existing art work in the City Collection and art required by ordinance.

**POLICY 3**

Publish and periodically update public art catalogs.







